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ABSTRACT

This document summarizes the Santa Barbara City College 2002-2005 College Plan. The plan's goals are: (1) to develop and implement strategies to increase assistance to students in identifying learning needs and defining educational, career, and life goals; (2) to increase the percentage of students attaining educational goals; (3) to increase student access and success by developing and expanding curriculum initiatives in both traditional and alternative instructional delivery formats; (4) to attract an expanded and more diverse student population; (5) to facilitate student transition by expanding cooperative strategies; (6) to increase educational opportunities for students by establishing external partnerships; (7) to provide services that exceed expectations; (8) to increase the college's competitiveness in attracting and retaining faculty and staff; (9) to enhance performance and satisfaction of faculty and staff; (10) to improve decision making by providing easier, more widespread access to management information and data; (11) to ensure adequate resources to meet present needs and accomplish new objectives; (12) to update and improve the technology infrastructure; (13) to develop a comprehensive institutional technology plan; (14) to improve condition of campus facilities and provide additional space; (15) to reduce adverse environmental effects of the college; (16) to improve customer satisfaction and employee morale through better facilities management; and (17) to provide state-of-the-art administrative systems. Includes plans for accomplishing each goal. (KP)

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Santa Barbara City College: 2002-05 College Plan.

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Santa Barbara City College
2002-05 College Plan

Student Learning, Achievement and Development

Goal 1: Develop and implement strategies to increase assistance to students in identifying learning needs and defining educational, career and/or life goals.

Objective 1. Expand opportunities to assess and improve students' learning and life management skills (e.g., study skills, note taking, reading, writing, memorization, mathematics, learning style, critical thinking, test taking, library research, computer skills, time management, goal setting, decision making and health).

Objective 2 Expand opportunities for student involvement to explore, engage and commit to their education, career, intellectual/personal development and life-long learning pursuits.

Goal 2: Increase the percentage of students attaining their educational goals, including course, degree and certificate completion, transfer, workforce development, basic skills and life-long learning.

Objective 3. Analyze the educational needs of various segments of the student population and identify appropriate interventions that are responsive to those needs.

Objective 4. Identify a minimum of three cohort groups per year and assess, develop or modify policies, procedures and interventions that may increase their success.

Objective 5. Develop and implement an early alert and continuous assessment of student performance system that will identify students who are not making satisfactory progress and to provide appropriate interventions. This system will be implemented by 2003-2004 for all credit courses.

Objective 6. Reduce by a minimum of 6% over the three-year period the number of students placed on academic progress probation, academic probation and academic disqualification, while maintaining standards for academic excellence.

Objective 7. Increase by 1.5 percent over a three year period the successful course completion rates (A-C, CR) in all credit, transferable, occupational, and basic skills courses while maintaining standards for academic excellence.

- All credit classes: from 71.2% 2000-01 annual rate to 72.3% in 2004-05.
- Transferable courses: from 71.5% 2000-01 annual rate to 72.6% in 2004-05.
- Occupational courses: from 74.3% 2000-01 annual rate to 75.4% in 2004-05.

Basic Skills courses:

- English (below English 100): from 64.5% 2000-01 annual rate to 68.52% in 2004-05.
- Math (below Math 100): from 50.6% 2000-01 annual rate to 51.4% in 2004-05.

Objective 8. Increase by a minimum of 4% (2% the first year; 1% each subsequent year) over a three-year period the percentage of students who enrolled in a basic skills English class (below English 100) and then enrolled in a higher level English class.

Increase by a minimum of 2.4% over a three-year period the percentage of students who enrolled in a basic skills math class (below Math 100) and then enrolled in a higher level math class.

Objective 9. Increase by 1% for English Skills and ESL and 0.8% for Math per year the percentage of students who successfully transition from:

- English Skills courses to English 100, English 110 and other degree-applicable classes.
- Math 1, 4, 100, 107 to college level math.

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- ESL courses to the completion of English 100, English 110 and other non-ESL degree-applicable courses.

Objective 10. Increase the number of Associate degrees by 6%, certificates awarded by 6%, and Skills Competency Awards by 3% over a three-year period.

- The number of Associate in Arts/Associate in Science degrees from 762 in 2000-01 to 808 in 2004-05.
- The number of certificates from 247 in 2000-01 to 262 in 2004-05.
- The number of Skills Competency Awards from 257 in 2000-01 to 265 in 2004-05.

Objective 11. Increase the number of students who transfer to four-year colleges or universities by a minimum of 1.5% over a three-year period, and increase by 1.5% the number of students who are transfer eligible for the coming year.

Objective 12. Achieve rates for ethnic underrepresented students who declare transfer as a goal and do transfer that are equal to the corresponding rates of Caucasian students enrolled at the college who declare transfer as an objective.

Objective 13. For each of the three years of the plan, SBCC will be in among top performing California Community Colleges for all current Partnership for Excellence measures.

Objective 14. Increase the percentage of students who report making progress in studying the appropriate number of hours per week in relationship with the number of units in which they are enrolled.

Goal 3: Increase student access and success by developing and expanding curriculum initiatives in both traditional (classroom based) and alternative instructional delivery formats (i.e., online, weekend and short courses) that respond to changes in community, workforce, technology and student needs and that increase student access and success.

Objective 15. Develop and implement a process for identifying and disseminating to all faculty best practices and teaching tips for promoting student learning on an annual basis. The best practices should include those that identify and address student learning problems and difficulties that are interfering with their ability to succeed in their courses.

Objective 16. Identify and develop courses, and certificate and degree programs to be offered in alternative instructional formats that meet the needs of targeted groups of students.

Objective 17. Achieve successful course completion rates for courses offered in alternative delivery formats that are at least comparable to those obtained in more traditional instructional modes.

Objective 18. Identify annually the need for the college to offer, and, when feasible, implement new instructional and student support programs.

Objective 19. Evaluate the extent to which new instructional programs have achieved their intended enrollment targets.

Objective 20. By 2004-2005, 75% of the contract faculty will post course syllabi on the web for each of their courses and 60% will post supplemental course materials on the web.

Objective 21. Conduct an annual review of best practices in the delivery of web based courses and services both on and off campus and disseminate this information to all faculty and instructional support staff.

Objective 22. By 2004-2005, 70% of the credit students will report using Campus Pipeline and Oracle Student System's self service for accessing information. 80% of them would express satisfaction with the information provided via the web (measured by the student college experiences survey conducted every three years).

Objective 23. Provide credit students with the technology training needed to utilize Campus Pipeline and the Oracle Student System self service.

Student Outreach and Responsiveness to the Community

Goal 4: Attract an expanded and more diverse student population by enhancing community knowledge, appreciation and utilization of Santa Barbara City College programs and services.

Objective 24. Develop and implement a coordinated Marketing/Access Cross-functional Team that addresses recruitment and service needs of the local community and potential out-of-area students. Outcome expectations for this enrollment management plan are:

- Increase access of California residents sufficient to meet the college's funded growth cap, including capturing all of the basic skills funding.
- Continue to maintain student enrollments that reflect the ethnic diversity of the district's adult community.
- The enrollment of high school students in college courses, dual and on-campus, will reflect the ethnic makeup of the Santa Barbara and Carpinteria high school districts.
- Increase by 1% per year the students who are economically disadvantaged as measured by receiving financial aid or participating in EOPS/CARE for at least one semester during the academic year.

Objective 25. Provide multiple options, both on and off campus, for convenient student access to programs, services and information needed to enroll and succeed in college.

Objective 26. Identify ways to assist students in meeting college cost demands (i.e., textbooks, housing, transportation).

Goal 5: Facilitate student transition to SBCC by expanding cooperative strategies with Continuing Education, service area K-12 districts and enriching educational environment in the high schools.

Objective 27: Identify strategies with local high schools to encourage students who failed the high school exit exams to seek assistance from SBCC (applicable the year in which the implementation of the program begins).

Objective 28: Increase by 3% per year the number of students from local high schools concurrently enrolled in SBCC credit courses.

Objective 29: Increase by 5% per year the number of students who enrolled in noncredit ESL, GED, basic skills and short term vocational programs and subsequently enrolled in SBCC credit courses within the next year.

Goal 6: Increase educational opportunities for students by establishing mutually beneficial partnerships with the business sector, government agencies, community organizations, and other institutions of higher education.

Objective 30: Increase by 5% per year the number of students enrolled in employer based training (work based learning project).

Objective 31. Increase enrollments in work experience courses by 3% each year and in service learning by 5% each year.

Objective 32. Increase by 8% per year the enrollments in courses offered in conjunction with the Center for Management and Staff Development.

Objective 33. Work in collaboration with UCSB, private dormitories and community agencies to develop and implement a plan to encourage SBCC students who live in Isla Vista to engage in responsible behaviors that support their success in college. By 2003-2004, the SBCC students who live in Isla Vista will have comparable GPAs with similar SBCC students.

Goal 7: Provide services that exceed student expectations.

Objective 34: Implement the new comprehensive Marketing/Access plan that will emphasize service to students (increases in student satisfaction with the college programs and services will be measured by the student college experiences survey conducted every three years).

Objective 35: Explore and, if feasible, develop housing options to serve international and out-of-area students.

Faculty and Staff

Goal 8: Increase the college's competitiveness in attracting and retaining well qualified faculty and staff.

Objective 36. Identify and implement strategies to enhance the college's success in recruiting and retaining faculty and staff.

Objective 37. Evaluate and, where appropriate, change job descriptions and classifications to ensure they provide maximum flexibility for staff to meet college needs.

Objective 38. Develop and implement strategies that capitalize on technology and resources of college departments to improve recruitment, hiring and retention of faculty and staff. Develop the skills of existing staff such that they can become competitive in filling positions at the college.

Objective 39. Identify means to assist faculty and staff in securing housing.

Objective 40. When concluded to be effective, implement alternative work patterns (e.g. telecommuting, flexible schedules).

Objective 41. Increase access to employee related college information for current and prospective employees.

Goal 9: Enhance performance and satisfaction of faculty and staff by expanding college's professional development plan.

Objective 42. Ensure faculty and staff involvement in the preparation and evaluation of District's comprehensive professional development plan.

Objective 43. Provide opportunities for faculty and staff to develop individuals professional development plans.

Objective 44. Increase opportunities for faculty and staff to participate in professional development activities to respond to professional goals and/or institutional needs.

Objective 45. Provide the training needed to effectively use the new Financial, Human Resources and Student Information Systems computer applications.

Objective 46. Reduce the number of work- related injuries and accidents by expanding job safety training and increasing ergonomic resources.

Governance and Management

Goal 10: Improve decision- making by providing easier and more widespread access to management information and data.

Objective 47. Design and implement a Web based decision support system using Oracle iPortal and Discoverer (this system includes district policies and procedures, institutional data, committee minutes and other documents and data used for decision making and conducting college business).

Objective 48. Evaluate the college's decision making processes to ensure goal attainment in an effective and efficient manner.

Objective 49. Review annually the measures of institutional effectiveness to ensure that they reflect the achievement of the college's priorities and address the college's mission, and state and regional accrediting accountability requirements.

Goal 11: Ensure adequate resources to meet present needs and accomplish new objectives of the College Plan.

Objective 50. Identify the critical needs of the college and develop principles and strategies to meet those needs, including reallocation.

Objective 51: Develop a plan to maximize access and apply new revenues to best meet current and future needs that support college objectives.

Objective 52. Revisit existing business reengineering processes team reports to seek benefits from these efforts.

Technology

Goal 12: Update and improve the technology infrastructure to allow faculty and staff to access course and college-related information and resources conveniently from on and off campus.

Objective 53. Develop and implement the web- based information needed by students, faculty, and staff to access and use college courses and services.

Objective 54. Evaluate student, faculty and staff satisfaction with the web-based materials describing college courses and services.

Objective 55. Evaluate the extent to which web based materials are used to improve student learning and achievement.

Objective 56: Develop a technology-based infrastructure for Continuing Education.

Goal 13: Develop a comprehensive institutional technology plan to support all college related functions and operations.

Objective 57. Develop mechanisms to monitor and evaluate the outcomes of technology initiatives and investments to improve results and assist in deciding whether future investments should be made.

Objective 58. Provide 7X24 access to Internet-based classes and services.

Objective 59. Identify funding sources to support new technology initiatives (hardware and software).

Objective 60. Implement the new student information system.

Objective 61. Where appropriate, integrate the financial, human resources and student information systems.

Objective 62. Systematically examine the impact of technology on the effective use of staff resources.

Objective 63. Ensure that all technology is compliant with section 508 of the Rehabilitation Act.

Facilities

Goal 14. Improve the material condition of campus facilities and provide additional space as required.

Objective 64. Improve access to college facilities and resources for individuals with disabilities.

Objective 65. Leverage state scheduled maintenance funds to the greatest extent possible.

Objective 66. Prepare a comprehensive preventive maintenance program and perform activities as scheduled.

Objective 67. Prepare a comprehensive classroom/bathroom/office remodeling program and perform activities as scheduled.

Objective 68. Complete the long-range development plan and gain approval of the California Coastal Commission.

Goal 15. Reduce adverse environmental and community effects of the college.

Objective 69. Lessen the amount of waste generated by the college and sent to the County Landfill by increasing recycling efforts, composting and other measures.

Objective 70. Lessen traffic congestion and parking demand in the harbor area by reducing drive alone trips to campus.

Objective 71. Improve the handling, storage, record-keeping and disposal of hazardous materials and reduce the use of hazardous materials where possible.

Objective 72. Lessen the amount of chemical runoff from the campus into the ocean by employing integrated pest management practices and other measures.

Objective 73. Improve the energy efficiency of the campus facilities and vehicles.

Goal 16. Improve customer satisfaction and employee morale through better facilities management.

Objective 74. Maximize efficient use of existing college facilities.

Objective 75. Improve campus outdoor lighting.

Objective 76. Improve campus lock and key control.

Objective 77. Annually survey faculty and staff related to facilities issues.

Fiscal Support

Goal 17: Provide state-of-the-art administrative systems to record, communicate and evaluate the College Plan in monetary terms and to carry out the business of the college.

Objective 78. Improve systems and processes to assist college staff in allocating resources and making decisions based on accurate and timely fiscal information.

Objective 79. Improve systems and processes that provide training to faculty and staff on how the college is funded and how resources are allocated.

Objective 80. Improve college business processes to streamline effort and gain efficiency.